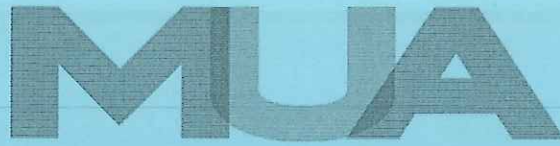


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 200: HUMAN RESOURCE DEVELOPMENT

DATE: 15TH DECEMBER 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE 25 MARKS

Read the Case Study below carefully and answer the questions that follow:

HOVERTEC PLC IS A LARGE PUBLIC COMPANY

Hovertec plc is a large public company which has been manufacturing civilian and military helicopters for nearly 50 years. The company is very successful in its field and during early years achieved total sales of over £280 million. Profits before taxation exceeded £16.5 million. Hovertec plc employs over 6000 people, most of who work in three manufacturing plants which are situated in South-West England, Scotland and Northern Ireland. The company has developed two main types of helicopters since the Second World War. These are the 'Falcon' range of small helicopters, which are sold to civilian operators, and the 'SX/Hawk' range of small and large military helicopters which are produced for government defence projects. Some export orders of 'SX/Hawk' helicopters are manufactured for NATO countries and other friendly countries. The precise number and size of Ministry of Defence contracts is not published and is regarded as classified information by Hovertec plc. Nevertheless, it is possible to gain some insight into the close relationship between the Ministry of Defence and the company from the details of the research and development (R&D) expenditure which is published in the Hovertec plc Annual Report and Accounts. During 19xx/19xx, the R&D expenditure Exceeded £43 million, of which £13 million was 'raised from private venture expenditure', £2.5 million was 'funded in civilian helicopter sales prices' and £28 million was 'covered by classified research contracts'. All the research and development projects, as well as all the military and some civilian contracts, are undertaken at the largest plant in South-West England. The remaining civilian helicopter contracts are shared between the two smaller factories in Scotland and Northern Ireland. The manufacture of a helicopter without going into technical details, the manufacture of a helicopter can be divided into five interconnected processes:

- 1 *The power unit*, which 'drives' the helicopter like an engine drives a motor car.

2 *The helicopter loom*, which is an inter-woven collection of between 1200 and 2000 insulated copper wires and electrical cables, connecting the power unit with the various 'control' switches, dials, buttons and levers in the cockpit and passenger/ Crew compartment, and can be compared, in human terms, with the function of the spinal cord in linking the brain with the arms and legs, etc. 3 *The external rotor blades*, which are mounted over the cockpit and passenger/crew compartment, and also above the tail of the helicopter.

Required

- a) The above organization has now hired you as the human resource manager in charge of human resource development; describe how you will set up a human resource development office for the organization. (4 marks)
- b) Discuss five most suitable training and development techniques to be proposed for the employees in the organization above (10 marks)
- c) Describe the challenges the HRD manager may encounter in this organization (6 marks)
- d) Explain why off job training may not be suitable for this organization (5marks)

QUESTION TWO

- a) Explain nine Objectives of Human Resource Development in an organization (9 marks)
- b) Describe three main factors involved in the study of Human Resource Development (6marks)

QUESTION THREE

- a) Discuss five the main characteristics of Human Resource Development (10 marks)
- b) Explain five advantages of off- job training to employees of an organization (5 marks)

QUESTION FOUR

- A) Explain six significance of Human Resource Development in organization today (12 marks)
- B) State three emerging issues and challenges in human resource Development that a human resource manager may encounter in the course of working in an organization. (5 marks)

QUESTION FIVE

- a) Discuss four importance of Human resource planning in an organization (8marks)
- b) Describe how you as a human resource manager can help an employee who is experiencing career plateau in the organization (7 marks)

QUESTION SIX

- a) Describe the Training Cycle that is used to carry out training in an organization (8 marks)
- b) Justify the reasons for conducting a training needs assessment in a an organization (7 marks)